

All New York Metro Region Personnel

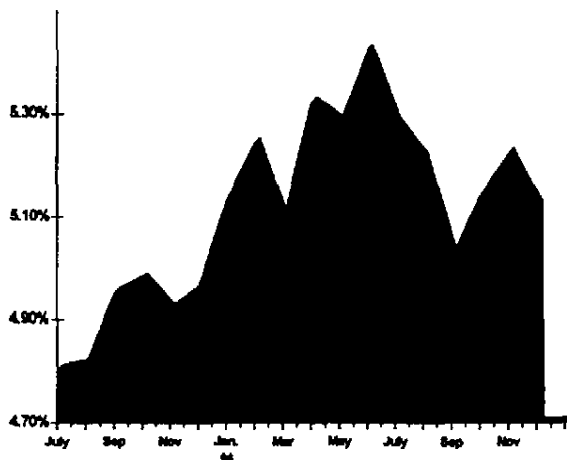
We as a region have just finished an absolutely outstanding year in terms of true measurable results. With the December numbers that just came in, the region was:

- #1 Nationally on our Salem Share Objective
- #1 Nationally on our Winston Share Objective
- #1 Nationally on our Total Full Price Share Objective

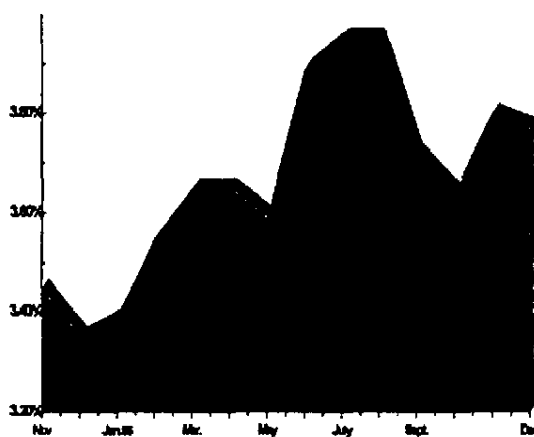
We not only stopped the slow steady share decline that we've experienced on our two largest brands (Winston and Salem), but both brands actually grew especially the Salem brand family.

With the "New" Salem Reintroduction plan scheduled for May and the "New" Natural Winston Repositioning plan scheduled for early summer, we're set-up for another outstanding year in the New York Metro Region.

Salem Share



Base Winston Share



Congratulations on a job extremely well done!

Mark Young

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